



AMSC News



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AMSC Commandant

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AMSC News

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Commandant's Corner



COL Garland H. Williams
AMSC Commandant

Welcome back to *AMSC News*! There is an often-told story about GEN Norman Schwarzkopf concerning comments he once made about "character." He said that if given the choice between having a good strategy and having leaders with good character, he would pick leaders with good character every time – good strategy, in his view, would naturally follow.

To restate his point as a simple bumper sticker – "Character Counts." Character, an individual's moral and ethical values, helps to determine what is the correct course of action and motivates a leader to do what is appropriate, regardless of the circumstances or consequences. An informed ethical conscience that is consistent with the Army Values empowers leaders to consistently make the right choices when faced with tough issues – and it goes without saying that we are faced with some extremely tough issues every day. Through their actions, leaders with character will naturally set the example.

People enter the Army with a character that has been shaped by their specific background, beliefs, education, and experience. In an ideal world, it would be easy to compare the team member's personal values against Army Values and then develop a simple plan to align them. Reality, unfortunately, is a much different animal. Becoming a person of character and a leader of character is a career-long process involving day-to-day experience, education, self-development, and mentoring. In short, it takes a lot of work to do the right thing.

While individuals are responsible for their own character development, leaders are additionally responsible for encouraging, supporting, and assessing the efforts of their people. Character is not learned through osmosis. It can develop only through continual study, reflection, experience, and feedback, allowing leaders to hold themselves and their subordinates to the highest standards.

As FM 6-22 says, "Doing the right thing is good. Doing the right thing for the right reason and with the right goal is better." People of character possess the desire to act ethically in all situations – whether somebody is looking or not. To take it one step further, a leader's responsibility is to maintain an ethical climate that supports the development of such character. When an organization's ethical climate nurtures ethical behavior, people will, over time, think, feel, and act ethically, thus internalizing the aspects of sound character.

The bottom line is – CHARACTER COUNTS. As an Army leader, have you checked the calibration on your character lately?

Informational literacy

By Pamela Raymer, Ed.D

Dean of Academics



"The function of education is to teach one to think intensively and to think critically ... Intelligence plus character - that is the goal of true education."

MARTIN LUTHER KING, JR. (1929-1968) Civil Rights Leader



Pamela Raymer, Ed.D
Dean of Academics

The Association of Colleges and Libraries defines an information-literate citizen as one who is "able to recognize when information is needed and has the ability to locate, evaluate, and use effectively the needed information."

With the exponential increase in information constantly bombarding leaders in today's Knowledge Age, the ability to find and select sources of information and then analyze and evaluate their worthiness to transfer it to knowledge can be just as important as the ability to solve problems and think critically

and creatively.

Consider the case of Sir Arthur Conan Doyle, who was noted for his famous fictional detective Sherlock Holmes - a daunting foe when using his formidable reasoning abilities to solve crimes. Doyle had superior critical thinking skills as evidenced by his graduation from one of the premier medical schools in England, Edinburgh University and depicted through the shrewd crime-solving abilities of his famous detective. Yet Doyle participated in séances because he believed that mediums could communicate with the dead, and he believed that eight-inch fairies lived in the English countryside based on photographs taken by a 10 and 16-year old, even when experts from Kodak explained that they could replicate the photographs.

Bensley says that Doyle committed a common thinking error called "confirmation bias." He used evidence to support his own belief rather than considering evidence to the contrary. He believed what he wanted to believe, although in Doyle's case, those beliefs seemed limited to spiritualism and the paranormal (Bensley, 2006).

Just as scientists are expected to be doubters with a high level of skepticism looking for verification, we want to instill the same type of skepticism in our Civilian Education System learners as they translate information into knowledge. Borrowing from some of the informational literacy standards and indicators, we want our learners "to evaluate information critically and competently," "to distinguish among fact, point of view, and opinion," "to identify a variety of potential sources of information," "to develop and use successful strategies for location information," "to identify accurate and misleading information," and "to seek information from diverse sources."

Bensley, D., July-August 2006. "Why great thinkers sometimes fail to think critically." *Skeptical Inquirer* 30.4.

Character is key to personal and professional life

By Jennifer Spangler

Assistant Marketing Specialist

Do you rely merely on your personality to persuade others in your personal and professional life, or do you influence them by exemplifying good, strong character? While personality and character are closely related, they are not the same thing. Do you know the difference?

Personality is your very own personal identity; that trait that makes you uniquely special from others. You might be a shy and reserved introvert, or you might be an outgoing and assertive extravert; you might even feel comfortable in either situation. Many people are born with the personality they will carry throughout their lives. For example, some babies are born happy and content; while others are never happy from the moment they enter this world; still others fall somewhere in the middle and can take what life hands them, no matter if they love it or hate it.

Your character, on the other hand, is the moral and ethical qualities by which you make decisions and live. Character is developed over years, and you can change and adjust it many times over according to the many situations that you experience and those people who impact your life ... good and bad. Character is learned from your parents, your friends, your mentors, and yourself. For instance, you might be a loving, faithful spouse at home but deceitful and corrupt at work. You can change your character according to the moral and ethical qualities that you have developed throughout your life.

Are you putting good character into practice in your personal and professional life?

Let us know your thoughts on "Character" in this issue of *AMSC News*.



CESL and the new leadership frontier

Leo F. McArdle, Jr. Ed.D

Continuing Education for Senior Leaders Director



"The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year."

*John Foster Dulles
(1888-1959; 52nd
US Secretary of State;
US Senator from NY)*

The Civilian Education System (CES) and the Army Management Staff College have seen an increase in attendance of its leadership course offerings: This is outstanding! Those senior civilian leaders who understand the importance of providing the opportunity for their developing principals to attend these courses should be commended. Now, it is your turn ...

As senior civilian leaders it is difficult to take a step back, measure what is going on throughout the Army, and reassess how the individual organization fits into the big picture; that Army Enterprise Vision. This rationale was one of the motivators for the development of the Continuing Education for Senior Leaders (CESL) program. The newest of the AMSC offerings, CESL is presented four times a year and has been redesigned to challenge, inform, and assist the CESL graduate to become "A Knowledge Oriented, Agile Leader."

CESL is a 4.5 day resident and 40 hour distributed learning (dL) course that brings senior civilian leaders together to discuss current and relevant issues facing the Army. CESL is designed for the GS-14 and 15 leader level with 25 percent of our seats allocated to senior Army uniformed staff. The content of CESL, in part, encompasses interactive discussions and presentations to include a Joint Commander's Panel dialogue. Topics include: Civilian Talent Management; Army Senior Fellows Program; Enterprise Human Capital Lifecycle Management; Strategic Thinking; Knowledge Management; China's Culture and Geo-political Impact on the West; Understanding Islam/Middle Eastern Culture; U.S. Africa Command; a robust workshop on media and Public Affairs relations; as well as several other topics, presentations and seminars.

Want to "Sharpen that Ax?" Want to develop new networking opportunities that enhance your ability to lead and solve complex problems? Contact AMSC to learn how you can be that Knowledge Oriented, Agile Leader of tomorrow at www.amsc.belvoir.army.mil!



Harriet Tubman emulates importance of strong character

By Ralph Taylor

Basic Course Faculty

Character: The complexity of mental and ethical traits marking, and often individualizing, a person, group, or nation (Webster's Ninth New Collegiate Dictionary, copyright 1991). Here we will cover the character of one caring and determined lady, Harriet Tubman, whose character drove her personal life steps, a group of oppressed people, and eventually her struggling nation.

Harriet Tubman, also known as The Moses of her people, died in 1913. A grateful people presented a head stone that reads "Servant of God, Well-Done." Tubman ran the "Underground Railroad," delivering oppressed slaves from as far south as South Carolina to the free states north and into Canada. She conducted at least 18 successful Underground Railroad runs, not losing a single soul. Harriet was so successful that a bounty of \$40,000 was offered for her capture.

"Time and time again she ran daily risks while making preparations for herself and her passengers. Great fears were entertained for her safety, but she seemed wholly devoid of personal fear. The idea of being captured by slave-hunters or slave-holders seemed never to enter her mind," said Thomas Garret at the New York History at <http://www.nyhistory.com/harriettubman/life/htm>.

She still maintained personal indifference, but was much more watchful with regard to those she was piloting when on her errands of mercy through the South, according to Garret.

"She would not suffer one of her party to whimper once about giving out and going back, however wearied they might be by the hard travel of day and night," Garret said.

Character is revealed in our everyday situations and behaviors, what is your character? What are you willing to risk to stand up for what's right? In the CES Basic Course, we offer a time of reflection on just this attribute, Character. We spend time talking about how Character, combined with other leadership requirements, helps to build positive operating environments and develop trust within the team, directorates and the Army.

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

Abraham Lincoln



"Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved."

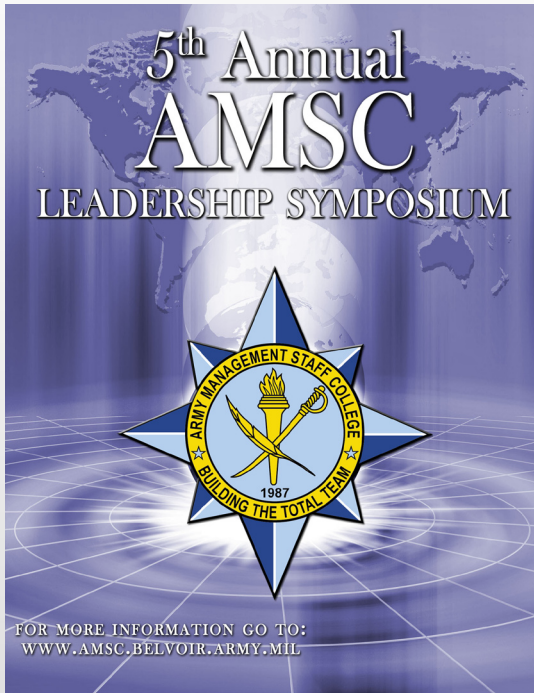
Helen Keller (1884 – 1962)



AMSC hosts leadership symposium

By Paul Bello

Belvoir Eagle



FORT BELVOIR, Va. (January. 27, 2009) — The Army Management Staff College at Fort Belvoir kicked off a three-day Leadership Symposium Tuesday morning and welcomed Maj. Gen. Vincent E. Boles, the Army's assistant deputy chief of staff, G-4, as keynote speaker.

Boles discussed the magnitude of leadership in the workplace and how communication was paramount to achieving the highest success.

"In my experience, there are two reasons for stress in the workplace," Boles told a capacity-filled audience of service members and Department of Defense civilians. "Leaders who know what's happening, but never informing their workers and subordinates; never speaking up when they know something is wrong. In either case, the need for communication is crucial."

In Boles' opinion, the first thing individuals look at in the workplace is how their supervisor or director will respond to a particular situation. To help set a good example, Boles has a piece of advice that he's found helpful during his more than 30 years with the Army.

"Just remember that your best has to get better. That's for everyone, regardless of what your rank or position may be," Boles said. "If you're willing to show a commitment to your job and understand there's always room for improvement, your contributions will speak for themselves. As a leader, you would be demonstrating good values and as an employee you would be showing your superiors why you belong there."

The symposium offers perspectives on developing civilian leaders across the federal government. The next symposium is scheduled for March 2-4, 2010, so mark your calendars today. More information will be posted at www.amsc.belvoir.army.mil.



Communications and leadership

By Jack Hart

CES Intermediate Course Director

“Too often we place the burden of comprehension on those above or below us—assuming both the existence of a common language and a motivation.”

General Edward C. Meyer

Chief of Staff, Army (1979-1983)

Many of the problems that occur in an organization can be directly traced to people failing to communicate. Faulty communication probably causes the most problems; it leads to confusion and can cause a good plan to fail. Communication is the exchange and flow of information and ideas from one person to another. Communication is a core leadership skill.

The art of good communication—in any organization—helps build trust and respect. It fosters a positive learning environment and can set the stage for the organization to achieve its mission, vision, and goals. Individuals may share a common interest and commitment, yet also may see things from a variety of perspectives. Effective communication is one means for an organization of diverse individuals to share ideas, construct solutions, and make appropriate decisions.

The primary responsibility for communication in any organization rests with those in leadership positions. Communicating openly and clearly with superiors is important, but it is critically important for organizational leaders (FM 6-22). Leaders must keep Army military and civilian members informed. Not only is communication down the chain-of-command important, subordinates need to keep each other and their superiors informed. In other words, to be effective, communication channels need to be open down, up, and throughout the organization.

Since subordinates take cues on how to communicate from those above them, what, then, can leaders do to improve communication in an organization? One thing leaders can do is to tell subordinates they want feedback. Encourage them to give both good and bad news. Leaders should welcome disagreement on issues, and then make certain to positively reinforce rather than punish for such information. Leaders should identify areas in which they want feedback, but not encourage indiscriminate feedback consisting of idle talk of personal gripes about others in the organization. Leaders must communicate their desire for feedback on issues and areas that can help the organization.

Effective leadership that gets results depends on good communication. Army doctrine views communication as a competency rather than just as a simple process of transmission of information. Communicating critical information in a clear fashion is an important skill to reach a shared understanding of issues and solutions. Leaders cannot lead, supervise, build teams, counsel, coach, or mentor without it (FM 6-22).

Editor's note: AMSC News proudly presents the Army Civilian Corps Communication Guide Part 2, the second installment of a four-part series. Each edition of this year's AMSC News highlights tips and tools to help Army Civilian Corps members improve their communication skills.



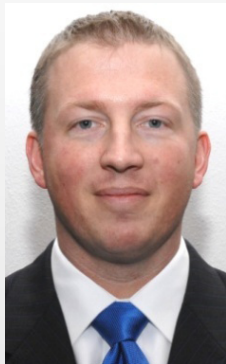
Army to launch Civilian Talent Management Program

By Barbara Frank

Civilian Talent Management Office Career Advisor

Student Perspective on Character

What characteristics do you look for in an employee?



"I would find somebody who is a self-starter, someone who is able to go out and find out what needs to be done without having to be told. Also I'd be looking for someone who is a team

builder. They don't have to be identified as a leader or supervisor to lead and pull a team together. I would also find someone who is better than me. I would be looking for somebody who is smarter and could perform things that I'm not able to do."

Jason Trubenbach
Advanced Course 09-3 Graduate
HQDA, G-4, Washington, D.C.

During the next few months, the Army will be launching its Civilian Talent Management Program, which will provide senior leaders (GS-15s and equivalents) the opportunity to broaden their experience base through assignments with multiple commands and participating in senior-level education programs.

As the Army continues its transformation, it relies increasingly on its Civilians to generate the force and sustain commitments. Civilian Talent Management creates a pool of interchangeable senior leaders who effectively operate in global, multicultural and dynamic environments.

At the present time, 376 positions have been identified by general officers and senior executives to be managed by the Civilian Talent Management Office (CTMO). These Army Enterprise Positions, or AEPs, are assignments that lead strategic thought and initiatives; provide long-term planning and implement solutions that contribute to the success of the Army mission and campaign plan objectives. The scope and breadth of AEPs are extensive, as they significantly influence and affect organizational outcomes. As the talent management program matures, additional positions will be identified for central management.

The senior leader talent pool will be comprised of Army Enterprise Employees (AEEs) which are defined as GS-15s, upper-level Pay Band 3 personnel and other GS-15 equivalents. Within the next several months, the CTMO will work with Army Commands, units and organizations to project vacancies and begin succession planning. The CTMO will develop slates of voluntary candidates. Commanders will consider these slates when filling their enterprise positions.

To find out how to be considered for an Army Enterprise Position, visit the Civilian Senior Leader Development Office website at www.csldo.army.mil and click on Civilian Talent Management. The CTM link also connects to its interim policy signed on Jan. 28, 2009.

Questions and comments should be directed to DUSA.CTMO@conus.army.mil.



Intermediate Course students visit local businesses

By Sonja S. Moyer
Basic Course Faculty

The CES Intermediate Course curriculum was recently modified to follow the inquiry-based method of learning (IBL). Students are given a leadership problem (relevant to Army Civilians in the workplace) to solve in small groups, while instructors act as facilitators of learning and guide students as needed during the learning process.

During the second week of the Intermediate Course, students work on a problem that is related to improving organizations. One of the requirements students currently have regarding this problem is to visit a local business and conduct a "Vision Audit," where a team researches information about the business, interviews leadership about the vision, mission, and purpose of the organization, and observes company operations.

Reactions to this experience are always positive. When reflecting on the experience, one student stated in his journal, "I believe we did an outstanding job as individuals and as a team. This exercise has raised my self-awareness, my briefing techniques have improved, and my communications skills have also improved."*

The team is required to synthesize the information they collect into a briefing in order to share what they learned with the rest of the class. IC 09-02 visited Hallmark, the Army Air Force Exchange System (AAFES), and Cabela's. Some of the components and questions students are asked to consider during their research and analysis are:

- Are the organization's values supported by their climate and culture? How?
- How do employees interpret the organization's vision?
- How do goals and objectives support the mission?
- How does the organization's culture foster innovation for change?
- What do you think is the leadership style of the person you interviewed?

When asked about the benefits of the Vision Audit, Albert Bondoc, an IC student from the U.S. Army Corps of Engineers, Aberdeen Proving Ground, Md., said, "It enabled our team to get an intimate look at AAFES operations not only at Fort Leavenworth, but worldwide." Linda Roseboro, an IC student from 1st Information Operations Command, Fort Belvoir, Va., added another important perspective. "It was a first-hand look at a company's values from a managerial level," she said, "where we could see if they were actually implemented from an outsider's perspective. During the three-week CES Intermediate Course, students also learn about leader development and leadership style, conflict management, and employee evaluations.

*Journal comments printed with student permission.



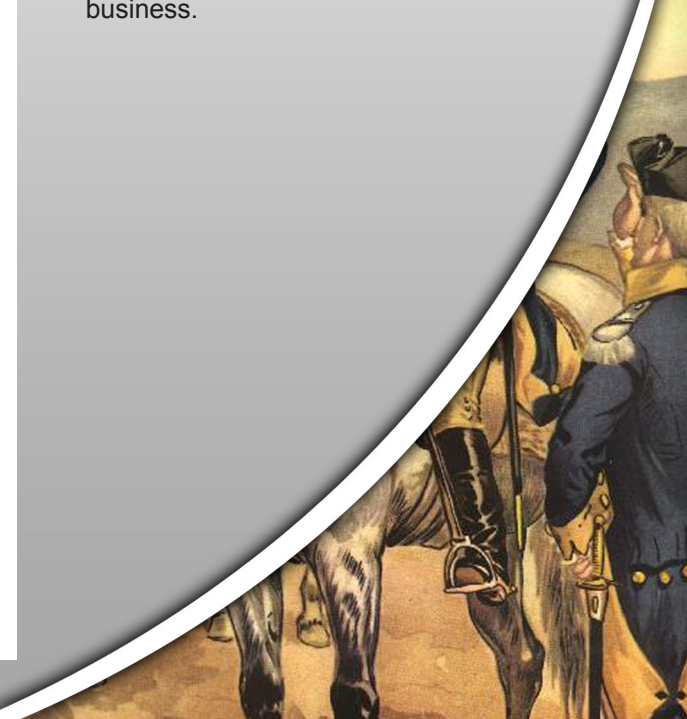
Photo courtesy of AMSC

IC students presented the history, vision, mission, and purpose of Hallmark, an organization with their headquarters in Kansas City, Mo.



Photo courtesy of AMSC

IC students at the Fort Leavenworth campus discuss their plan of action to visit a local business.



Never underestimate the power of a whiteboard

By Karen Spurgeon
Intermediate Course Faculty

Student Perspective on Character

What are the top three characteristics of a good leader?



"A leader should be able to lead by an example, which means you should never ask an employee to do something you wouldn't want them to do. A leader should also be confident, which means when you go speak to your subordinates and

employees, they should see your confidence and know that whatever you are going to tell them, they can feel confident and be able to follow what you're actually saying. A leader also has to be trustworthy. Your employees need to know they will be able to trust you. When you come and bring them information, they should be able to trust what you are saying and that you will lead them in the right direction."

Vergus Davis, Jr.
Advanced Course 09-3 Graduate
AMC, EEO Office, Redstone Arsenal, AL

As is often the case, some of the best things that happen in life (or in school) are unplanned. That was certainly the case this week when Intermediate Course (IC) Seminar 7 students were honored to have a surprise guest, LTG Dave Huntoon, director of Army Staff. As a personal friend of IC Professor Sharon Kane, Huntoon recently visited AMSC to say hello, and IC students, having the good fortune to be in the right place at the right time, enjoyed an essential one-on-one with the highly respected Soldier.

Greeting each student with a handshake, Huntoon connected with each person in the seminar by assignment or responsibility with admirable affability. He then proceeded to engage the class in a discussion on the content and context of the Intermediate Course.

Fully understanding the importance of education and the task of leadership preparation, the West Point graduate and former Commandant of the Army War College beamed when he heard that IC is all about leadership development. He easily connected the professional leadership development programs offered by CES for Army civilians as a critical factor in support of the Soldier and his Family. The lively discussion quickly and naturally followed the path aligning IC content to the focus of his mission.

Irresistibly drawn to the blank whiteboard on the wall, Huntoon spent the next half hour with a marker in his hand, illustrating the rationale and function of the transforming Army. Students and general alike were fully engaged in a give-and-take discussion on the challenges that each tackle daily. The whiteboard was quickly covered with ideas and issues. In their brief time together, the dynamic visiting professor connected the students' valuable professional duties and the leadership skills learned to the positive results the Army expects.

The visit was over all too soon, as of course, the DAS has many demands on his time. However, we will remember the morning when a blank whiteboard compelled a very busy Army Officer to take marker in hand, sharing a Soldier's perspective. He expressed his wholehearted appreciation for the importance of leadership development and the willingness of the students and their organizations to support CES. He left each student with the feeling that they were treasured resources for mission success.

How does that message translate in your organization?



AMSC Alumni Association News

By James R. Jagielski
President

The 2009 AMSC 4th Annual Leadership Symposium was a resounding success! No one could ask for a greater keynote speaker than the Honorable Pete Geren, Secretary of the Army.

The symposium was also successful for the Alumni Association. We recruited eight new LIFE members and 59 ANNUAL members. Thank you for joining the ranks of civilian professionals. We held a great reception at the Fort Belvoir Offices' Club, an evening of camaraderie and friendship. We will continue this type of reception in conjunction with future college leadership symposiums.

What now? We are ready to shift into second as we insert additional adrenalin into the Alumni Association. We will work with AMSC as we continue to refine our vision, mission, and goals to support the association's theme of "lifelong leader support for CES." We will keep you updated, connected, and informed.

We hope to have periodic luncheons with guest speakers to address current issues for DoD civilians and military and for graduates who have moved to other Joint/Defense Agencies or Departments in the Federal Government. You are invited to come hear guest speakers and share your concerns. If you cannot attend, you can view our videos and photos in conjunction with Alumni Association updates.

We still need your help! Contact John Plifka, Vice-President, at john.plifka@us.army.mil, (913) 758-3556 or myself. My email is JJagielski@aol.com, Phone/Fax: (703) 644-7980 or cell at (703) 638-2385. We need volunteers to serve as Secretary/Treasurer, Membership, Program Coordinator, and Committee Chairs (Historian, Public Affairs, Recruiter and Event Coordinator).

If you are a LIFE member or have been a past ANNUAL member and we have lost track of you, give us a chance to reconnect. Send an email or a note, or give us a call. We want you back into the Alumni Association; we want your ideas and assistance. The association is only as good as its active members.

I welcome your ideas, suggestions, and ways to make the association an integral part of supporting CES and the Army Civilian Corps.

AMSC Alumni Association

When you join the AMSC Alumni Association, you are joining a diverse group of graduates who work together to support the college and current and future students. You can form new friendships and network with other Army Civilian Corps Leaders throughout the world.

Sign up today by emailing
john.plifka@us.army.mil or
JJagielski@aol.com.



WHAT'S NEW IN THE REGISTRAR OFFICE

Anticipated Changes in Location for FY09 Intermediate Courses

All Intermediate Courses are now being conducted at the Fort Belvoir, Virginia Campus, beginning with the April 27 - May 15, 2009 class through remaining FY09 schedule.

The Fort Leavenworth campus is comprised of the Basic Course through the remainder of the fiscal year.

CES & CESL SCHEDULE FOR FY-09			
Basic Course(BC)			
Course #	Course Dates	App Deadline	Location
BC 009-10	13 Jul 09-24 Jul 09	15-Apr-09	Leavenworth
BC 009-11	3 Aug 09-14 Aug 09	5-Jun-09	Leavenworth
BC 009-12	24 Aug 09-4 Sep 09	26-Jun-09	Leavenworth
BC 009-13	14 Sep 09-25 Sep 09	17-Jul-09	Leavenworth
Intermediate Course(IC)			
Course #	Course Dates	App Deadline	Location
IC 009-10	22 Jun 09-10 Jul 09	24-Apr-09	Belvoir
IC 009-11	20 Jul 09-7 Aug 09	22-May-09	Belvoir
IC 009-12	17 Aug 09-4 Sep 09	19-Jun-09	Belvoir
IC 009-13	14 Sep 09-3 Oct 09	17-Jul-09	Belvoir
Advanced Course(AC)			
Course #	Course Dates	App Deadline	Location
AC 009-07	10 Aug 09-4 Sep 09	12-Jun-09	Belvoir
Continuing Education for Senior Leaders(CESL)			
Course #	Course Dates	App Deadline	Location
CESL 09-3	18 May 09-22 May 09	20-Apr-09	Belvoir
CESL 09-4	3 Aug 09-8 Aug 09	4-Jun-09	Belvoir



COMMAND PROGRAMS FY-09 SCHEDULE

Garrison Precommand Course (GPC)

Course #	Course Dates	Location	
GPC 09-2	20 Apr - 15 May 09	Belvoir	
GPC 09-3	3 Aug - 28 Aug 09	Belvoir	

Garrison Command Sergeant Major Course (GCSMC)

Course #	Course Dates	Location	
GCSMC 09-2	27 Apr - 12 May 09	Belvoir	
GCSMC 09-3	10 Aug - 25 Aug 09	Belvoir	

General Officer Senior Commander Course (GOSCC)

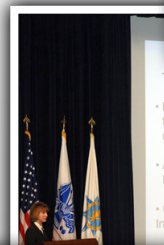
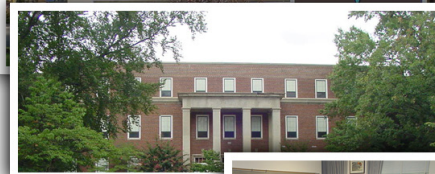
Course #	Course Dates	Location	
GOSCC 09-2	1 Jun - 4 Jun 09	Belvoir	
GOSCC 09-3	29 Sept-2 Oct 09	Belvoir	

Director of Plans, Training, Mobilization, and Security Course (DPTMS)

Course #	Course Dates	Appl Deadline	Location
DPTMS 09-2	15 Jun - 26 Jun 09	1-May-09	Belvoir
DPTMS 10-1	26 Oct-6 Nov 09	12-Sep-09	Belvoir

Anti-Terrorism Force Protection Level IV (ATFP4)

Course #	Course Dates	Appl Deadline	Location
ATFP4 09-2	18 May - 21 May 09	3-Apr-09	Belvoir
ATFP4 09-3	31 Aug - 3 Sept 09	17-Jul-09	Belvoir



The Army Management Staff College:

- Educates and prepares civilian and military leaders to assume leadership and management responsibilities throughout the Army
- Acts as TRADOC's lead agent for the Civilian Education System curriculum
- Conducts research on Civilian Leadership and Installation Management



Good character . . . don't preach it . . . teach it

Deanie Deitterick
Writer/Editor



"Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing."

Abraham Lincoln (1809-1865)
President

How do you encourage good character in your organization when today's society breeds selfishness and self-centeredness? The bottom line is ... you cannot preach good character, you must teach good character! The best (and perhaps the only) way to do that is to lead by example.

"Leadership is the incremental influence exerted on people that encourages them to go that extra mile—that is to perform over and above the minimally acceptable level of performance. This influence, however, must be accepted because leaders can only exert as much persuasion over others as they are willing to accept."

Garland H. Williams
Perspectives on Leadership

Your success as a leader is fully dependent upon how well you inspire your followers to perform. Be straightforward and sincere so your followers will know where they stand and where you stand on all issues. Expect the best effort from everyone, and exemplify your best at all times and in all situations.

If you live, walk, and lead with good character, your followers will respect your ideas, values, and vision. If you show them you are not the ethical leader that they need and want, they will most likely decide to perform at minimal standards or they may decide not to follow you at all.

The people that you lead are most likely from multiple generations, and that means that your leadership style may vary according to those you are leading.

"The knowledge and understanding about the values and interests of each generation can arm you with tools that can enhance organizational performance."

Arthur P. McMahan
Perspectives on Leadership

If you understand the character and values that each generation accepts and follows, you can use that information to create business values and standards that will allow the multiple generations to work together for the common good of the organization. Your ability to walk-the-talk in terms of character and values will lead the way for others to follow.

You are the guidepost for the followers in your organization. If you are honest, competent, courageous, fair-minded, and imaginative, your followers will not only choose to follow you, many will choose to emulate you. That is your true measure of success!

What do you want your legacy as a leader to be?

"A Man's character is his fate"

Heraclitus (c. 540 – c. 480 BC)
Greek Philosopher

NOTE: You can request a free copy of Perspectives on Leadership by emailing perspectivesonleadership@conus.army.mil

AMSC to offer interim distributed Learning

AMSC Marketing and Public Affairs Office

Army Management Staff College will offer an interim distributed Learning (dL) methodology for its Civilian Education System courses with resident phase to better serve its students.

Due to difficulties students at various locations have experienced with accessing lessons online, AMSC will offer an interim dL while it continues the process of completing content updates and addressing technology challenges.

Instead of working through lessons online, students will be able to download all assignments and readings from the AMSC web site at www.amsc.belvoir.army.mil. This method should alleviate the challenge of getting kicked off while working through lessons. When students need to visit another web site, they will be provided the link and all exams will be administered via Blackboard. Accessing Blackboard for exams may present a problem occasionally, but should not prevent students from completing all requirements on schedule.

The interim dL is scheduled for a launch in April, depending on each new class start date, and will be available for the remainder of the fiscal year. Check the AMSC web site under each course to determine the specific start date.

If students have already begun the online material and are not sure what the dL requirements are, visit the course web pages via the AMSC website. Students will have options depending on how much material they've completed.

AMSC will provide updates as technology improvements progress and content upgrades are completed. FAQs will also be posted at each course web page.





AMSC Hails and Farewells

Arrivals

Edwin Cierpal
Shamara Jackson
Peggy Jaegar
Leo McArdle

Departures

D'Artagnan Alexander
Andrew Bowden
Jackie Collins
Levi May

Special Thanks:

LTG Dave Huntoon
Paul Bello
Vergus Davis Jr.
Jack Hart
Sonja S. Moyer
Jill Mueller
Karen Spurgeon
Ralph Taylor

WORD SCRAMBLE

DEERAITNTMEI

YAOTLYL

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OECCNFEDIN

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TDLMNOEPEVE

ANSWERS
Intermediate, Loyalty, Intelligence, Personality,
Character, Ambition, Confidence, Symposium,
Informational Literacy, Development